



## **Transitioning CSGP community strengthening services to Community Builders**

On 23 December the Chief Executive of Community Services issued a communiqué outlining a proposal to move forward with the reform of the Community Services Grants Program (CSGP). This proposal involves transitioning CSGP services relating to 'community strengthening' to the Community Builders program managed by the Communities and Early Years Division of Community Services.

### **CSGP reform**

This proposal is a result of an extended period of consultation between Community Services, representatives of CSGP services and its peak organisations looking at ways to reform CSGP in line with Community Services funding reform.

The aim of the Community Services funding reform is to move towards clear evidence based service models with identified performance indicators for reporting results. It also aims to reduce the administrative burden on service providers and improve their ability to provide flexible services by focusing on results rather than being prescriptive about inputs and outputs.

Both the Minister and the executive of Community Services have acknowledged the contribution of CSGP services to supporting communities and stated their commitment to the reform process so that these organisations can continue to provide valuable community services.

The Government has reinforced its commitment to building stronger communities and addressing disadvantage by including priorities for building harmonious communities and supporting vulnerable people in the NSW State Plan.

### **The way forward**

The proposed way forward for CSGP reform involves separating CSGP services into two streams – services whose results relate to 'community strengthening' and services provided directly to children, young people and families.

It is proposed that CSGP services with community strengthening results would be transitioned to the Community Builders program which contributes to building harmonious, resourceful and resilient communities. Services that deal with children, young people and families directly by providing counselling and other services will be part of separate process to align them more closely with the objectives of *Keep Them Safe: A Shared Approach to Child Wellbeing*.

Like CSGP, Community Builders history as a community development program is a long one - the Area Assistance Scheme (AAS). Reform of the AAS began with extensive consultation with peak bodies, Local Councils, NGOs and other stakeholders to identify strengths, areas for change and concepts for a revitalised program. This feedback, along

with evidence on the foundations for a strong community, was used to develop the new program – Community Builders.

The Community Builders principles and revised processes were discussed in detail with peak organisations, NGOs and stakeholders before being presented at community briefing sessions around the State. There has been strong consensus around the Community Builders concepts and the applications received from the first funding round indicate a high level of community acceptance.

### **What is Community Builders?**

Community Builders is a community capacity building funding program that contributes to building stronger communities by funding projects and services that:

- Focus on outcomes – shifting from inputs and outputs to the practical results that will be achieved in the community;
- Alleviate disadvantage – while the program is open to all communities, services must demonstrate how they will provide opportunities for disadvantaged members of the community;
- Adopt a strengths-based approach – building on the strengths and assets that already exist in the community, rather than approaches where the emphasis is on the problems, needs and deficits;
- Develop community capacity – so that community members gain knowledge, resources or skills that can be applied in other contexts and contribute to community resilience.

These principles have strong resonance with the types of services funded under the community strengthening stream of CSGP. It is also consistent with the aims of CSGP reform to modernize funding practices so that programs focus on outcomes to be achieved in the community.

### **Next steps**

From 1 July 2010, Community Builders will fund both fixed term projects and renewable services that contribute to building stronger communities.

A new Community Builders results logic diagram has been developed to illustrate the results to be achieved by the program and the strategies and activities that will deliver them (see Attachment 1). The CSGP peak organisations representing community strengthening services have advised that the new Community Builders results logic diagram encapsulates CSGP community strengthening results.

Community Builders has the following four service activity categories that describe the types of projects and services funded by the program:

- community capacity building
- community skills development
- community sector development
- community hubs

A description of each of these service activities is provided as Attachment 2. Initial consultation with peak organisations and a desktop analysis of services funded under CSGP indicates that these activities provide a broad coverage for community strengthening services currently being delivered under CSGP.

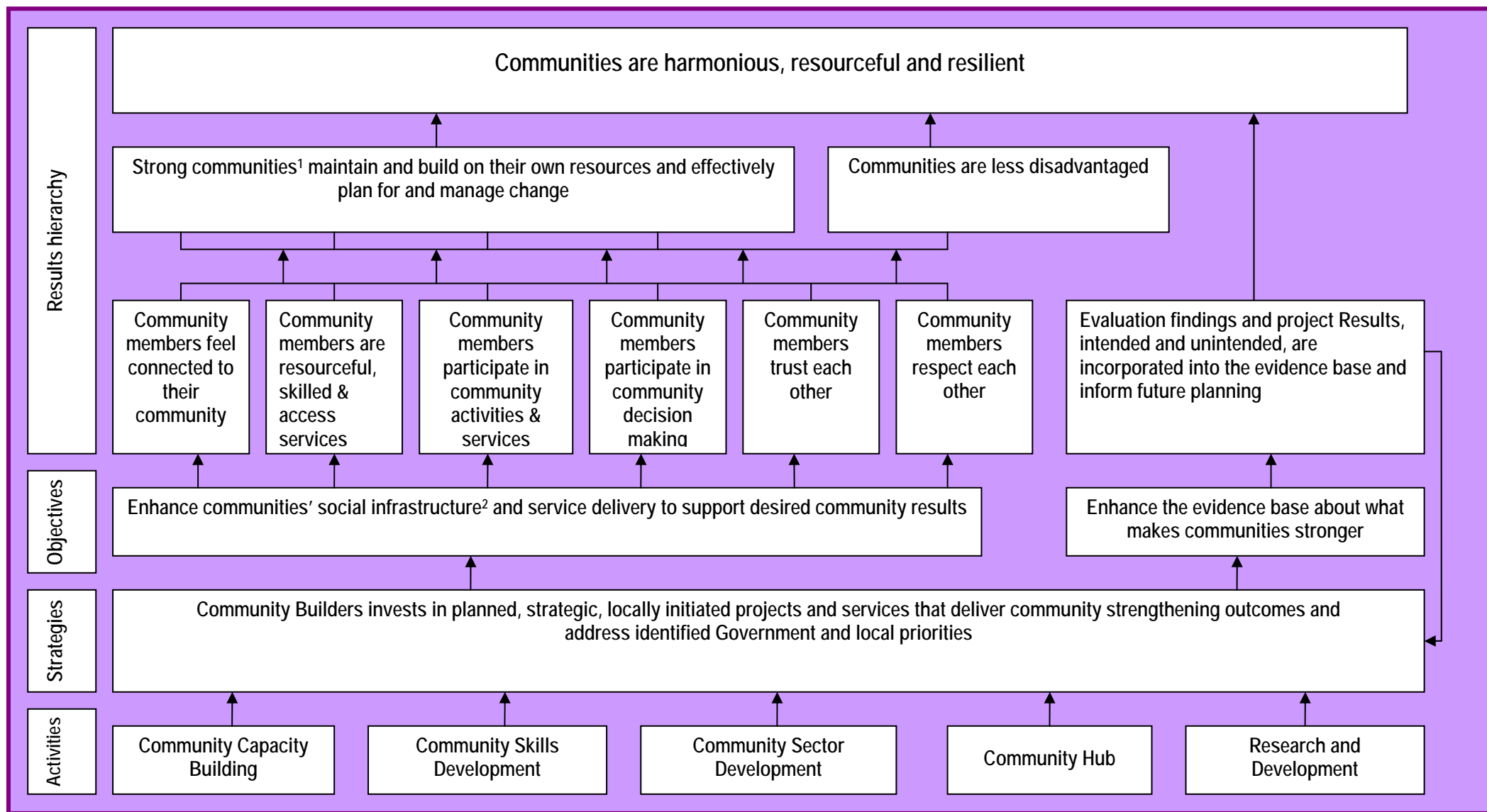
Grouping Community Builders services and projects under consistent service activities ensures that all Community Builders service providers are focussing on common results and that these results can be reported on at a program level. Community Builders also focuses on investing in research and development which will enable the program to implement a cycle of continuous improvement whereby the results of research are used to refine the program's models and improve the quality of its services.

### **Transition for CSGP Community Strengthening Services to Community Builders**

Services transferring from CSGP to Community Builders will retain their renewable funding status. At present there is no new renewable funding available for CSGP services moving to Community Builders. Community Services is working with peaks to provide support for the transition as well as continuing to consult on a timetable for the transition.

From July 2010, Community Services will start working with CSGP service providers to transition to the new program. This will include identifying appropriate Community Builders service activities and agreeing on a new service specification. This transition will occur incrementally over the 2010/11 financial year.

Community Builders NSW: Results logic diagram



## Community Builders service activities

### 1. Community Builders community capacity building

#### Community capacity building activity overview

Community capacity building projects aim to build stronger communities by developing stronger links between community members and assisting members of disadvantaged communities to participate in community life and activities. CCB projects aim to increase members use and knowledge of existing community resources.

#### Community capacity building activities

<b>Community activities</b>	<ul style="list-style-type: none"> <li>Undertake initiatives that build aspects of community strength such as participation and connectedness e.g. social or cultural events (either one-off or ongoing)</li> </ul>
<b>Using community infrastructure</b>	<ul style="list-style-type: none"> <li>Undertake activities that optimise the use of the community's existing social and physical infrastructure, including promotion of the community social and physical infrastructure to community members to increase their knowledge and use of that infrastructure.</li> </ul>
<b>Providing information</b>	<ul style="list-style-type: none"> <li>Undertake activities that enhance community resourcefulness e.g. provide information to individuals about community resources and services</li> </ul>
<b>Linking people</b>	<ul style="list-style-type: none"> <li>Undertake initiatives that increase community connections, trust and respectfulness e.g. set up peer support networks for members of a community around a shared issue.</li> </ul>

#### Additional community capacity building activities<sup>1</sup>

<b>Physical infrastructure</b>	<ul style="list-style-type: none"> <li>Enhance community physical infrastructure to support these activities</li> </ul>
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<sup>1</sup> Additional activities should be deleted where not applicable.  
August 2010

## 2 Community Builders community skills development

### Community skills development activity overview

Community skills development projects are training projects that provide information and training to members of the community so that their access to and knowledge of community resources is improved. The projects aim to increase participation and inclusion in the community.

### Community skills development activities

<b>Governance</b>	<ul style="list-style-type: none"> <li>• Training in setting up and managing community groups and organisations (governance)</li> </ul>
<b>Mentoring &amp; leadership</b>	<ul style="list-style-type: none"> <li>• Training in mentoring and leadership</li> </ul>
<b>Other community skills</b>	<ul style="list-style-type: none"> <li>○ Undertaking activities that build skills through participation in those activities e.g. participation in a community program, participation in the organisation of and membership on a community committee.</li> </ul>

### Additional community skills development activities<sup>2</sup>

<b>Physical infrastructure</b>	<ul style="list-style-type: none"> <li>• Enhance community physical infrastructure to support these activities</li> </ul>
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## 3 Community Builders community sector development

### Community sector development activity overview

Community sector development projects can only be undertaken between organisations to build partnerships and work collaboratively on issues affecting their community. These projects aim to enhance the capacity of local community networks.

### Community sector development activities

<b>Development and training</b>	<ul style="list-style-type: none"> <li>• Coordinate and deliver professional learning and skills development opportunities for service providers in building stronger communities e.g. sharing training days</li> </ul>
<b>Information and planning</b>	<ul style="list-style-type: none"> <li>• Undertake activities that assist community organisations to collaborate/participate in local/regional consultation processes that contribute to planning, social policy, delivery and evaluation of community strengthening programs in their community.</li> </ul>

### Additional community sector development activities<sup>3</sup>

<b>Physical infrastructure</b>	<ul style="list-style-type: none"> <li>• Enhance community physical infrastructure to support these activities</li> </ul>
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<sup>2</sup> Additional activities should be deleted where not applicable.

<sup>3</sup> Additional activities should be deleted where not applicable.

## 4. Community Builders community hub

### Community hub activity overview

Community hubs work with individuals, service providers and community groups to provide a locally based, single point of access to services and information that is accessible to all members of the community.

The community hub provides a resource that connects people to information and services that promote community capacity building, increased resilience and improved safety in the community. Community hubs may also provide a location for a range of community based, non-profit services including visiting and/or co-located agencies.

### Community hub activities

<b>Service delivery</b>	<ul style="list-style-type: none"> <li>• Provide a range of services and support to the local community.</li> <li>• Provides management services and a platform for other services that contribute to community capacity building.</li> <li>• Enable innovative and flexible approaches to support community development.</li> <li>• Work in partnership with a range of relevant local organisations.</li> </ul>
<b>Community engagement, consultation &amp; planning</b>	<ul style="list-style-type: none"> <li>• Develop plans that identify the needs of the local target groups and priorities for the community hub's service delivery.</li> </ul>
<b>Information and referral</b>	<ul style="list-style-type: none"> <li>• Provide quick and easy access to needed information that increases people's safety and resilience by allowing them to address issues in the early stages.</li> </ul>
<b>Capacity building</b>	<ul style="list-style-type: none"> <li>• Assist people to build connections with appropriate services, community supports and informal social networks.</li> </ul>
<b>Connecting the service system</b>	<ul style="list-style-type: none"> <li>• Develop partnerships and networks to facilitate better coordination of services.</li> <li>• Make active referrals to and from the local network of services.</li> </ul>

### Additional community hub activities

- **Community capacity building initiatives** (social inclusion + community development)
- **Community skills development** (living skills programs + educational & adult learning programs)